

FINAL RECOMMENDATION

Recommendation of the Action Plan Team: CORE Mission

State of Issue #: 3.9 Existing curriculum may not be at the forefront emphasizing and providing leadership regarding leading-edge issues; the development process must be shortened to meet the needs of customers.

Recommendation #R-14

Summary:

Establish the Program Chairs' authority and responsibility as "project manager" for development, delivery, and revision of courses. (*Note – Training Specialist has replaced the title of Program Chair.*)

Recommendation:

As of October 1, 2000, the curriculum development, delivery and revision responsibilities within USFA are now assigned to organizational teams (within the Response and Mitigation Branches), working closely with the staff of the NFA.

Background:

With the reorganization, all tasks and functions of the new USFA are so intertwined within a strong and dynamic Organization that it will be difficult to separate the part from the whole. USFA becomes an organization that draws its strength from its interconnectivity of purpose and mission, and one that derives its resilience from the inability to distinguish the parts. This new organization will value everyone's contribution equally and will seek not to institutionalize the appearance of superiority within the ranks.

Beginning November 14, 2000, a complete review and revision effort (expected to take at least 6 weeks) will occur via a detailed refinement of the September, 1998, "NFA curriculum Management System" document to encompass the involvement of the teams.

In the big picture, USFA is transforming into an organization that:

- Is timely in addressing emerging issues and the formulation of deliverable products to address those issues;

- Is viewed as a leading source and partner for the delivery and distribution of course materials considered state-of-the-art;
- Is serving as a catalyst for a renewed and committed effort to fire prevention and education;
- Is a strong and viable partner in the arena of fire research and technology; and
- Is undeniably an advocate on the Federal level in the formulation of national policy in supporting a strong fire service.

Within the next several months, as USFA begins operating in the new organizational structure, the staff will assess the priorities of the work group (team) they are assigned and the resources available to accomplish the work. The work groups will develop and present to management, a plan that will focus their efforts on the most significant fire problems and monitor and evaluate the impact of the focused efforts based on the new strategic direction of USFA, that, in the next five years we will:

- 1) Reduce by 15% the loss of life due to fires and fire related incidents;
 - By reducing by 25% the loss of life of the age group 14 years old and below
 - By reducing by 25% the loss of life of the age group 65 years old and above.
 - By reducing by 25% the loss of life of firefighters.
- 2) Have 2,500 communities with a comprehensive risk-reduction plan led by or including the fire service; and
- 3) Respond in a timely manner to emergent fire issues.

If the curriculum/course development, delivery and revision recommendations presented to management by the teams do not meet the above objectives, the recommendations will likely be disapproved.

1. Priority: High

2. Step(s) to Achieve:

Step 1. Begin working in the Team environment within USFA.

3. Estimated Time Frame: Step 1: Immediately
4. Estimated Cost: Step 1: None
5. Outcome: Curriculum development, delivery and revision will be developed by cross-divisional teams and will support the USFA five-year operational objectives.
- Conclusion: The Core Mission Team supports the recommendation contained in this Final Recommendation.

Comment: Special on-going attention will be required by all participants toward continuous improvement of the “Team” involvement and their collective production of high quality products and services.

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APPROVED/Date

DISAPPROVED/Date